



## San Mateo County Sheriff's Office Organizational Assessment

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Assessment Completed By



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# EXECUTIVE SUMMARY







Meliora Public Safety Consulting, LLC (Meliora PSC) was commissioned by Sheriff Christina Corpus to conduct a comprehensive organizational assessment of the San Mateo County Sheriff's Office (SMCSO). In today's ever-changing public safety environment, public safety leaders must be adept at leading the organization through change, partnering with the community to include those with varying perspectives, collaborating with intra-agency county leaders, addressing opportunities for development, bringing contemporary training and improvement, and being ever-present and willing to adapt to societal issues impacting the industry. An integral piece is the importance of creating a strong executive team who is in alignment with the Sheriff's vision. To that end, Sheriff Corpus built an executive team comprised of highly educated professionals who brought distinct experiences to enhance the team: two police executives with a track record of applying a contemporary approach to leadership and public safety, and a business leader with years of experience in San Mateo County as well as reserve experience at SMCSO.

## METHODOLOGY

The organizational assessment process is a multi-step, data-driven process that takes several months to complete due to the comprehensive nature of the work. The scope of the assessment included the following:

- Review the current organizational configuration and service delivery systems to determine optimal staffing that appropriately considers the service delivery expectations, operational budgets, Board of Supervisors' priorities, workload, and goals in all bureaus;
- Assess and evaluate current management capacity, roles and responsibilities, and analyze configuration and reporting relationships to ensure efficiencies;
- Analyze the department's efficiencies in how it serves the community;
- Examine organizational structure and functions;
- Assess human resources related to structure, functions, and duties;
- Assess and evaluate current supervisory roles and responsibilities and analyze reporting relationships to ensure efficiencies;
- Review the office's operational functions and workflow processes;
- Review pertinent documents such as sheriff's office budgets/strategic plans and identify and analyze data from the Computer-Aided Dispatch/Records Management System (CAD/RMS) to provide insight about workload in the Field Services Bureau;
- Analyze organizational/employee performance measurement and accountability systems;
- Assess data collection systems and analytical capacity;
- Analyze agency overtime use and management to include potential staffing alternatives;
- Review staff retention and experience;
- Assess the agency's alignment with 21<sup>st</sup> Century Policing;
- Conduct focus group meetings with community stakeholders;
- Conduct focus group meetings with various sheriff's office staff groups;
- And conduct interviews with sheriff's office staff.





Meliora PSC conducted a comprehensive organizational assessment based on a six-year data analysis of computer-aided dispatch (CAD) information examining workload, deployment and response times. We opted for a six-year trend analysis instead of a five-year trend analysis in order to provide information on workload pre and post-COVID. We also examined staffing in other areas of the Sheriff's Office compared to the workload and responsibilities of these key functions. In addition to collecting data, policies and documents related to the agency's operational and support service functions, we met with personnel at all levels of the office to gain insight about their ability to provide a high level of service to the community. Meliora PSC also conducted a community meeting to seek input from community members on how the Sheriff's Office is meeting expectations and where there are opportunities for improvement.

As a result of the in-depth assessment of the San Mateo County Sheriff's Office, Meliora PSC found members to be overwhelmingly professional and dedicated to their mission of serving San Mateo County. Contemporary police and sheriff agencies across the country are seeking external reviews of their organizations to gain an objective review and insight on how to make good agencies better. Society demands and deserves public safety agencies that are transparent, committed to continual growth and alignment with best practices, open to community input and continual partnership and dialogue. We are pleased to be part of meeting this expectation for the County of San Mateo.

The in-depth report that follows will highlight areas that demonstrate the Sheriff's Office strengths as well as areas of opportunity for improvement. The recommendations will assist the Sheriff's Office in becoming more aligned with best practices in 21<sup>st</sup> Century Policing. It is not unusual to have well over 200 recommendations with an agency of this size. This is not indicative of a sub-standard Sheriff's Office, but rather illustrates the depth and detail of the comprehensive assessment process of the entire office. Often recommendations made will involve funding approval from the Board of Directors and/or collective bargaining agreements that will take several months, and in many cases, years to implement.

We have included key highlights that identify themes and significant issues the office is experiencing. Also included in the report are a number of areas the SMCSO is aligned with and/or leading in contemporary public safety principles. A list of summary recommendations and associated pages where the discussion regarding the respective recommendations can be found are included next.

## Highlights

- In 2022, Sheriff Corpus was elected the 26<sup>th</sup> Sheriff to serve San Mateo County. Sheriff Corpus and her new executive team began in 2023. The Undersheriff and Operations Division Assistant Sheriff have decades of police experience in contemporary public safety practices. At the time of the site visit, the second Assistant Sheriff position for the Corrections Division was being filled temporarily by a contract employee who had recently retired from the San Mateo County Sheriff's Office and finished his contracted term; the



Assistant Sheriff of Corrections position remains unfilled. The third Assistant Sheriff position was transitioned to an Executive Director of Administration and is filled by a civilian director

- The SMCSO is staffed with public safety professionals at all levels committed to providing a high level of service. Meliora PSC found personnel to be dedicated and encouraged by the Sheriff's vision to grow the culture of the office to be aligned with contemporary leadership principles and the pillars of 21<sup>st</sup> Century Policing.
- As part of the assessment, Meliora PSC was asked to provide a proposed organizational chart to enhance functions and efficiencies. During that process, we noted an opportunity to address gaps in management and supervisory oversight. Subsequently, the purpose for adding the following positions will be addressed in detail in the respective bureaus and divisions within the report. As with all sheriff's offices, any staffing additions require approval of the Board of Supervisors.
  - Reassign the Professional Standards Bureau captain position to Support Operations Command.
  - Add one FTE civilian Director (Captain equivalent) with prior experience in overseeing both Records and Property and Evidence Bureaus.
  - Reassign the Transit Bureau lieutenant and Transit Bureau to San Carlos Patrol Bureau and assign the lieutenant to also manage the Field Training program.
  - Add three FTE Lieutenants to the Operations Division with one in the following commands: North County Area Command, Coastside Area Command, and Headquarters Area Command.
  - Add eight FTE Sergeants to the Corrections Division: seven sergeants to the correctional facilities, and one sergeant to Court Security and Transportation Bureau.
- Other additional staffing positions includes, but is not limited to:
  - Add one FTE Grant Manager and one FTE Management Analyst to the Fiscal Services Bureau to monitor and review grants and contracts, and RFPs, respectively.
  - Add five FTE Crime Analyst positions assigned to San Carlos, North Area Command, Coastal Area Command, SFIA/Cargo Theft Task Force, and Task Force Operations.
  - Add three FTE deputy sheriff positions to the Operations Division assigned to Patrol.
  - Add one FTE Motorcycle Deputy assigned to Coastside Area Command serving the unincorporated area and assisting in Half Moon Bay when needed.
  - Add 126 FTE Correctional Officers assigned to Maguire and Maple Street Correctional Facilities.
  - Add six Legal Office Specialists to the Corrections Division.
  - Add six Food Service Workers to the Corrections Division.
  - Add one FTE CSO assigned to Coastside Area Command to handle weekend workload and activities.
  - Add two FTE Cadets (or four part-time cadets) or administrative assistants to cover the public window in Property and Evidence and the public counter in Records.



- Communication breakdowns were mentioned by all levels (sworn, professional staff, and supervisory/management) in virtual meetings as well as on the site visit. This sentiment is frequently expressed during assessments conducted across the country. In some instances, there were examples that justified this sentiment; however, there were other cases that were the result of selective awareness. This presents an opportunity for the leadership, from front-line supervisors to the executive team, to demonstrate intentionality in providing opportunities for staff to be heard, collaborate, and share new ideas as a result of the recommendations presented in this comprehensive report. Meliora PSC suggests consideration be given to the Sheriff hosting quarterly department meetings, inviting staff to attend command staff meetings, and making a concerted effort to personally visit substations, units, and areas where staff work. Those that continue to have selective awareness will have no reason for not being made aware of the progress of the organization. Most others will appreciate the effort made by the Sheriff and the executive team to acknowledge staff's efforts as well as giving them an opportunity to be heard. In addition, it is important for the executive team to work in concert and balance sharing information or requesting tasks be completed through the proper chain of command versus making requests of staff directly without working through their respective supervisors and managers.
- There are several existing vacancies in the Operations and Corrections Divisions and the need to fill these positions and retain qualified staff is crucial. The office is at a critical juncture due to the number of vacancies, an issue that has been growing steadily over the past several years. Subsequently, deputies are expected to work an additional two, 12-hour shifts every two-week pay period. The increased workload is magnifying the adverse impact to personnel and their limited off-duty time, which is compounding morale, recruitment and retention challenges. This workload and schedule cannot be safely sustained.
- Staffing shortages were evident in various areas of the Sheriff's Office. Some shortages were a direct result of not hiring the positions already allocated and other shortages were a function of an over-reliance on staff taking on additional responsibilities to ensure the work is done. Since 2023, a concerted effort has been made to address the hiring shortage.
- In most police and sheriff's agencies, there is a distinction between sworn and professional staff wherein professional staff feel their work is not appreciated. SMCSO professional staff also shared this sentiment during the site visit underscoring the sense of feeling undervalued. The creation of a civilian Executive Director of Administration position creates a civilian career ladder and pathway for professional staff to ascend in supervisory and leadership roles and responsibilities.
- Overall, there is an absence of management reports to strategically assist Sheriff's Office managers and supervisors in effectively overseeing the office. We found that supervisors relied on antidotal information or even oral history rather than accurate data and analytics. Reports that are needed include crime trends reports, case management reports, deputy activity reports, records and property and evidence reports, and community traffic complaints.
- Dedicated staff is committed to getting the job done; however, there were no position manuals in several instances to assist in the event of a transfer or someone filling a position temporarily. With people retiring, there is a risk that institutional knowledge on the how



and why things are done can be lost resulting in gaps in service or processes not being done creating unintended risk liability exposure.

- In some instances, policies were either in need of creation or updating. The Sheriff's Office already subscribes to Lexipol for policy updates and can use existing services to address these areas. Rather than accepting policies and updates where some aspects of the policy or update is inconsistent with the office's practices, a concerted effort must be given to implementing a process for in-depth policy review and customizing the policies to the actual intent of the office.
- There were opportunities for equipment and resources to be sought, most notably the Portola Valley substation computer software, printer and furniture, POST field training software, and traffic collision software.
- The Data Analysis Toolkit is one program the SMCSO will now be able to use going forward to analyze workload, deployment, and response times. However, other key divisions and units, such as detectives, corrections, and other bureaus lack similar workload analytical systems. It is imperative a priority be made to establish these systems and processes that will assist with tracking data and improving the office's efficiencies.
- There were a number of opportunities to realign some sworn assignments to professional staff and/or create additional professional staff positions. We note this is not specific to San Mateo County SO, but rather the industry recognizing the value of professional staff to perform non-enforcement related areas of public service and more appropriately fund and staff the agency. An example of a contemporary organization, SMCSO has already made this transition by creating a civilian Executive Director of Administration.
- Training is consistently an area of opportunity in most all assessments, and that was the case at San Mateo County SO as well. Training opportunities included leadership, management and supervisory as well as technical skill-based training depending on the assignment. By establishing a Training Plan for the agency with a detailed Training Matrix for each position, both sworn and professional staff, and operationalizing it in a Training Calendar, personnel will be trained timely and prepared for a variety of positions. An unintended consequence of the office slipping into the staffing crisis is staffing being prioritized over training.
- With the growth of the county, the evolution of policing, and having experienced a pandemic, the San Mateo County Sheriff's Office is poised to adapt to opportunities to evolve the agency. Overwhelmingly, personnel at SMCSO are dedicated professionals eager to see the office evolve and become a more contemporary organization. As we shared with staff along the way, it is incumbent on all members of the SMCSO to collaborate with the executive team to realize this overarching goal.

Meliora PSC would like to thank the Sheriff Christina Corpus, Undersheriff Chris Hsiung, Assistant Sheriff Ryan Monaghan, Contractor Paul Kunkel, Executive Director of Administration Victor Aenlle, and their staff for the cooperation and assistance in gathering the details and research needed to complete this project.

The list of summary recommendations is organized into one bureau and three divisions: Professional Standards Bureau, Operations, Corrections, and Administration Divisions.





# SUMMARY RECOMMENDATIONS

## San Mateo County Sheriff's Office

1. Continue to recruit for diversity particularly amongst women, Asian, and Hispanic groups to better align with the community they serve. (Page 52)
2. Consider pursuing a strategic plan for the SMCSO. (Page 58)
3. Add one FTE civilian Director (Captain equivalent) with prior experience in overseeing both Records and Property and Evidence Bureaus and realign the bureaus and units as reflected in proposed Org Chart. (Page 65)
4. Update Policy § 200 – Organizational Structure and Responsibilities (Page 66)

## Professional Standards Bureau

5. Combine professional standards sworn and professional standards civilian under one Professional Standards Bureau. (Page 68)
6. Reassign the PSB captain position to Support Operations Command. (Page 69)
7. Research and implement an electronic personnel management system. (Page 70)
8. Assign SMCSO staff and supervisors who maintain personnel records attend personnel records and Public Records Act. (Page 70)

## POLICY

9. Examine the entire policy management process and evaluate who is tasked with policy management to ensure policies are being reviewed, updated, and acknowledged by all SMCSO staff. (Page 74)
10. Consider moving policy management to the Professional Standards lieutenant position under the guidance of a Quality Assurance Unit. (Page 74)
11. Ensure policies are reflective of practice, and either update policy or align practice with the intended policy. (Page 74)
12. Develop bureau/unit manuals for each area of the office. (Page 75)

## RECRUITMENT, HIRING, AND RETENTION

13. Review the contract with Guardian and/or contact Guardian and learn which "on-demand" "steps and or "on-demand" options they have paid for and/or are using. (Page 78)
14. Request a refresher training demonstration from Guardian. (Page 78)
15. Re-examine the number of personnel assigned to the management and processing of applicants to determine if more staff is needed. (Page 79)
16. Conduct regularly scheduled in-person interviews of applicants during the hiring process. (Page 79)



17. Review Lexipol's latest version of the recruitment and selection policy and consider updating the policy so it can be more reflective of contemporary hiring standards and of the efforts staff is currently making. (Page 81)
18. Regularly document demographic information for current employees and new personnel hired. (Page 82)
19. Make exit interviews mandatory to be conducted in-person by the PSB lieutenant and/or the in-house Sheriff's Office Human Resources Manager. (Page 87)

## PERFORMANCE EVALUATIONS

20. Amend Policy § 322 Reserve Deputy to include information about the reserves performance evaluation system. (Page 89)
21. Ensure overdue employee evaluations are completed immediately. (Page 90)

## PROMOTIONS/SPECIALTY ASSIGNMENTS

22. Contact Lexipol and establish a promotional policy. (Page 90)
23. implement a tracking system to electronically track all employees, their assignments, and promotions. (Page 90)
24. Implement a rotational policy that sets limits on the number of years in a specialty assignment and incorporate in policy. (Page 91)

## EMPLOYEE WELLNESS

25. Assign Peer Support Group members to attend critical training such as advanced peer support and related conferences. (Page 94)

## TRAINING

26. Consider having the Training/Range offsite personnel attend monthly or bi-monthly meetings at headquarters rather than conducting separate meetings. (Page 97)
27. Develop a more expansive and detailed training plan for 2024 and years to follow. (Page 98)
28. Develop a training matrix listing all positions and the respective mandated, essential, and desirable training for each category. (Page 99)
29. Create a more robust training committee and add a professional staff member(s) to the committee to increase the number of personnel on the team. (Page 100)
30. Require the training manager to actively audit and maintain training records to ensure all training is completed and documented. (Page 101)
31. Conduct monthly audits of Daily Training Bulletins (DTBs) to ensure compliance versus waiting for Lexipol to prompt the training manager. (Page 103)
32. Contact Lexipol for training on DTBs, ensure personnel are compliant with monthly DTBs and policy review, and develop a procedure for compliance with DTB and policy review. (Page 103)
33. Implement a formal supervisory training program for both sworn sergeants and professional staff supervisors. (Page 105)



34. Consider making the Sheriff Recruit and Correctional Officer pre-academies more formalized and document the pre-academy plan in written format. (Page 106)
35. Conduct an annual audit (or at minimum when there is a change in range management or sheriff leadership) DOJ/SMCSO weapon inventory list comparisons to ensure all SMCSO guns/weapons are accounted for and continually reconcile the weapon inventory including non-lethal weapons. (Page 110)
36. Analyze if one or more of the administrative training positions could be reassigned/hired to professional staff to oversee one or more of these functions. (Page 111)

## INTERNAL AFFAIRS

37. Develop a SMCSO-specific personnel investigations manual. (Page 113)
38. Make available hard copy complaint/commendation forms at the front counter and any substation or public Sheriff's Offices. (Page 113)
39. Update the complaint/commendation form in other languages, replace "citizen" with community member or public, and add a text button next to the Policies and Procedures button indicating "Commendation/Complaint Form." (Page 113)
40. Record the initial meeting with the complainant and transcribe all interviews. (Page 116)

## USE OF FORCE

41. Implement a use of force board review process. (Page 122)

## EQUIPMENT

42. Track all vests in the Training Unit by expiration date and facilitate new vests for personnel. (Page 126)

## WORKERS COMPENSATION

43. Request Human Resources and the Athens Administrator provide a detailed quarterly overview report. (Page 132)

## STRATEGIC COMMUNICATIONS

44. Assign Strategic Communications to PSB under the Undersheriff's duties and responsibilities and ensure the Undersheriff provides training and mentorship to the new Director of Communications as well as establish a strategic communications plan. (Page 136)
45. Ensure the Director of Communications is provided the circumstances, needs, and goals that need to be achieved in this new position, and establish objectives for the Director of Communications as soon as possible to include how the new role will be measured and how frequently. (Page 137)
46. Assign the civilian Executive Director of Administration, Director of Communications, and all media team members to attend a PIO course, media relations course, Public Records Act training, as well as an Office of Emergency Services training. (Page 139)



## Operations Division

### **PATROL**

47. Provide one sergeant per briefing "pre-briefing time" as straight compensation time off. (Page 143)
48. Establish a master briefing schedule with information sent to the Training Unit and implementing a digital system for this process, and update the Briefing Policy to reflect the current practices. (Page 144)
49. Maintain the collateral duties in their respective division to be used as learning opportunities to grow the acumen of other supervisors and managers who may not have been assigned a collateral duty, and create a master ancillary duty list for the patrol supervisors and managers to ensure the duties and assignments are relevant to the Patrol Division and updated annually. (Page 145)
50. Return the night shift to the 14-shifts per month rotating schedule, the same as day shift. (Page 148)
51. Consider ending the 5:00 a.m. start time for day shift, or at the very least, limiting the number of early deputies to two, versus three or more to maintain the appropriate staffing levels at the end of the shift. (Page 149)
52. Designate spots on the shift sign-up list for each team that can be designated for deputies with less than two years of experience, and implement a shift rotation schedule that would allow deputies to remain on a shift for a limited time. (Page 149)
53. Add three FTE deputy sheriff positions assigned to patrol to meet minimum staffing needs. (Page 151)

### **OVERTIME**

54. Consider making the reduction or elimination of mandatory overtime a critical goal for improving recruiting and retention. (Page 154)
55. Evaluate minimum staffing levels to determine if those levels can be adjusted downward during non-peak hours of calls for service. (Page 154)
56. Consider temporarily suspending some non-mandated court services and patrol response to non-critical calls for service until staffing improves. (Page 154)
57. Evaluate the ongoing projected costs of continuing the practice of paying double overtime compensation. (Page 155)
58. Provide adequate training to all managers and the administrative staff members assigned to support those managers for using the valuable budget monitoring tools, and establish a practice requiring managers to review monthly budget reports that are relevant to their area of responsibility and report any significant trends of over or under expenditures. (Page 156)
59. Develop a system (beyond self-tracking by the employee) that allows supervisors to ensure that employees do not exceed the 48-hour overtime limit and 18 consecutive hours worked limit including the 8-hour off duty minimum before and after a shift. (Page 156)



60. Review and evaluate the consecutive work hours policy in light of the findings of numerous sleep studies conducted for law enforcement. (Page 156)

## PATROL ADMINISTRATIVE WORKLOAD

61. Work with the San Mateo County Public Safety Communications and CAD/RMS system vendor to ascertain if there is an electronic feature that allows deputies to log administrative "busy time" for these specific types of daily administrative and personal tasks, and collect details such as type of personal busy time for breaks, gear, equipment, etc., and information of types of administrative activities such as meeting, briefing, report writing, court, etc., for future electronic data analysis. (Page 168)

## CALL MITIGATION

62. Consider temporarily suspending deputy response to disturbance calls such as barking dogs, loud vehicle, and loud music and other similar calls; to certain alarm calls such as burglar and car alarms; and replace field response to non-injury and property damage only traffic accidents with an on-line reporting option. (Page 188)

## CONTRACT SERVICES

63. Review the contracts and begin negotiation with the cities and towns for full cost recovery of all services provided, to include support staff working at the respective facilities, headquarters or the substation, in support of contract services. Additionally, SMCSO should engage with the contract cities of Millbrae, Half Moon Bay, and San Carlos and the Town of Portola Valley to add deputies to balance the workload. (Page 189)

## NORTH COUNTY COMMAND AREA

64. Consider adding a lieutenant rank to the North County Patrol Bureau when staffing permits. (Page 193)
65. Conduct a classification study of professional staff in all bureaus to ensure that the professional staff's classification and duties are accurate. (Page 195)
66. Assign one or two deputies to begin their 12-hour shift at 5:00 a.m. to allow for deputies to be in the field while the other deputies are in day shift briefing. (Page 195)
67. Assign the CSOs to attend a report writing class during their training. (Page 205)

## COASTSIDE COMMAND AREA

68. Add one FTE lieutenant rank to the Coastside Area Command when staffing permits. (Page 209)
69. Add one FTE motorcycle deputy to the Coastside Area Command primarily handling the unincorporated areas, but also respond to assisting when required in Half Moon Bay. (Page 211)
70. Ensure the early deputies that start one hour before the normal shift time deploy in the field and return for briefing, or end the practice of using early deputies in Coastside Area Command. (Page 212)





## **HALF MOON BAY**

71. Consider adding one FTE CSO position to the Coastside Command Area on the weekends to assist with tourism related issues, such as parking, traffic, etc. (Page 217)

## **HEADQUARTERS COMMAND AREA**

72. Prior to moving into the new office building, conduct an evaluation of workspace locations to ensure workflow efficiencies. (Page 222)
73. Add one FTE lieutenant rank to the Headquarters Area Command structure to provide administrative oversight of the various functions at Headquarters. (Page 223)

## **PORTOLA VALLEY**

74. Review the Portola Valley substation with consideration given to information security and update the Portola Valley substation's current computer software, printer, and office furniture. (Page 230)

## **FTO PROGRAM**

75. Ensure the FTO supervisor reads the DORs for all deputy trainees. (Page 240)
76. Update and enhance the FTO selection requirements. (Page 240)
77. Develop a trainee/FTO rotational forecasting method that takes into consideration the frequency of FTOs who are training and publish the trainee rotation schedule monthly. (Page 241)
78. Maintain a quarterly FTO meeting schedule and encourage FTP management to publish a yearly meeting schedule to allow FTOs to schedule their time appropriately, and include FTO training during the quarterly FTP meetings to encourage continued learning and advancement. (Page 242)
79. Reorganize the reporting structure of the FTP to include management oversight. (Page 243)
80. Formalize the CSO training manual like the FTP manual to establish standards in not only what is trained but the timeliness of evaluations, and establish FTO-trained Community Service Officers to further formalize the training standard in this area, establish a professional career ladder, and relieve deputy FTOs from this training responsibility. (Page 245)
81. Update Policy § 416 to accurately outline the program and solidify the titles, roles and responsibilities of members involved in the FTP. (Page 245)
82. Develop and adopt an FTP manual that includes detailed learning outcomes of each phase as well as learning syllabuses, and annually review the manual to ensure compliance with statutes and best practices. (Page 245)
83. Purchase updated software that incorporates POST standards and training elements. (Page 246)
84. Reassign the FTP to San Carlos Patrol Bureau as this is a patrol-centric bureau more closely aligned with the FTO program. (Page 246)



## SCHOOL RESOURCE DEPUTIES

85. Establish MOUs or MOAs with the schools or school districts SMCSO partners, annually review MOUs or MOAs, and make the updated copies available to the SROs and supervisors. (Page 249)
86. Change the call sign designations for the School Resource Unit. (Page 250)
87. Hold monthly meetings with the Community Engagement Unit to discuss items such as upcoming events, staffing for those events, programs participation, program needs, etc. (Page 250)
88. Open lines of communication with the SRO Team and San Mateo County Office of Education (SMCOE), and assign the SRO sergeant to partner with SMCOE to stay current on programs, issues, and initiatives. (Page 250)
89. Develop a SRO job description that outlines the roles and responsibilities of the position, and include assignment to patrol or juvenile detectives during the summer. (Page 251)
90. Develop and maintain a Schools Emergency Response Book, which includes each school's emergency response strategies, maps, contact numbers, codes, or key locations. (Page 251)
91. Create a comprehensive Community Engagement Section Manual as indicated in SMCSO Policy § 202 – Bureau Manuals, and contact Lexipol to implement a SRO-specific policy. (Page 252)

## COMMUNITY ALLIANCE TO REVITALIZE OUR NEIGHBORHOOD (CARON)

92. Develop a standardized community academy course curriculum that focuses on educating the public on the criminal justice system, Sheriff's Office operations and why and how deputies respond to calls; review the curriculum annually. (Page 254)
93. Develop at least two additional Parent Program trainers to deliver course content. (Page 255)
94. Develop a CARON strategic plan that is consistent with the Sheriff's Office mission and vision, and include a strong hierarchal structure that supports the strategic plan. (Page 256)
95. Implement a system to track CARON events, attendance, and costs to accurately account for sponsored events. (Page 257)
96. Assign a position within the Community Engagement Unit to ensure all social media platforms, including websites, contain current information on CARON and SAL. (Page 257)

## SHERIFF'S ACTIVITIES LEAGUE (SAL)

97. Develop a youth program that introduces the young adults into working in a Sheriff's Office. (Page 260)
98. Develop a SAL strategic plan that outlines a clear path for the next five years. (Page 261)
99. Establish clearly defined job descriptions and roles within SAL staffing. (Page 261)



## BIKE UNIT

- 100. Create a Bike Unit policy and manual. (Page 262)
- 101. Ensure the team receives training on Patrol Bicycle Operations due to the perishable skills and safety consideration involving bicycles in a field environment. (Page 262)

## TRAFFIC UNIT

- 102. Reassign the Traffic Unit, including the Administrative sergeant, to Headquarters Command Area – Special Services. (Page 272)
- 103. Assign the motor deputies' evaluations to be authored by the traffic sergeant with input from the respective patrol team sergeant. (Page 272)
- 104. Issue agency-owned cell phones to the members of the Traffic Unit. (Page 274)
- 105. Assign two motor deputies to attend the intermediate accident investigation course this year, advanced traffic collision investigation next year such as automobile-pedestrian, motorcycle and/or bicycle, and reconstruction courses, and that CSOs be sent to the Basic and Intermediate Collision Investigation course. (Page 274)
- 106. Create traffic collision monthly reports to be disseminated throughout patrol. (Page 281)
- 107. Increase the number of sworn staff assigned to DRE as well as ARIDE to alleviate the small number of patrol staff assigned this responsibility. (Page 284)
- 108. Ensure all CSOs are trained and assist with minor injury and non-injury traffic collisions, parking enforcement, crime reports with no suspects, and deploying speed signs throughout the county. (Page 285)
- 109. Implement a process to track traffic-related complaints by category, location, complainant, outcome, and include the office's response. (Page 286)
- 110. Implement a process to track the efforts to contact those with suspended / revoked driver's licenses. (Page 286)

## PYSCHIATRIC EMERGENCY RESPONSE TEAM

- 111. Create a Memorandum of Understanding (MOU) outlining the roles and responsibilities of this worthwhile collaborative county effort with BHRS and SMCSO, address the clinicians' schedule flexibility in the MOU, include cross-training of BHRS clinicians, and continue attending the annual conference with the PERT detectives and clinicians annually. (Page 288-290)
- 112. Update Policy § 424 to include the addition of ECIT. (Page 288)
- 113. Conduct an annual review and analysis of response to incidents per Policy § 424.12. (Page 288)
- 114. Assign PERT detectives to attend the POST Homeless Liaison Officer training course. (Page 290)
- 115. Move forward with plans to provide jail personnel ECIT specifically designed for the jail setting. (Page 291)
- 116. Collaborate with Forensic Mental Health and BHRS to refer those transitioning out of the jail. (Page 291)



117. Update the CAD/report system to include an indication if there was a mental health component so that monthly, quarterly, annual reports can be generated. (Page 292)
118. Expand the PERT team by two additional teams: two SMCSO detectives and two BHRS clinicians. (Page 295)
119. Create a Behavioral Health Unit to include PERT, CARES, ECIT, Project Guardian, and future efforts in this area. (Page 296)

## K9 UNIT

120. Reassign the K9 supervisory duties from countywide security to a patrol sergeant, assign a second patrol sergeant as a K9 supervisor due to the size of the K9 team and in order to provide broader coverage, and ensure the K9 sergeants attend the POST K9 Coordinator's course as soon as possible. (Page 297)
121. Update the policy to indicate a K9 handler's maximum length of service, and add the pre-requisite to successfully complete the POST K9 agitator course to Policy § 307.8. (Page 299)
122. Conduct research on a K9 trainer to provide a monthly 8-hour training day, with unit training continuing the other three weeks in the month. (Page 299)
123. Reassign the K9 Unit to Headquarter Command Area – Special Services. (Page 301)

## SWAT/CNU

124. Update the SWAT manual as soon as possible in order align with best practice, update Policy § 403 to include firearms qualification, and ensure being off probation and having at least two years of experience is included in both the SWAT and CNU sections. (Page 303)
125. Seek a police psychologist to continue this important function in the testing process described in the policy. (Page 303)
126. Assign the SWAT leadership team to attend the POST Basic and Advanced Commander's courses as soon as possible. (Page 304)
127. Document the training needs assessment for continuity to ensure the training objectives are either met or addressed the following year. This could be done by establishing a process to track deployments, which can be used to conduct training and address any resource issues that may also be needed. (Page 304)
128. Ensure SWAT/CNU training records are maintained with Professional Standards – Training Unit. (Page 304)
129. Conduct training with San Francisco SWAT and San Jose MERG at least annually. (Page 304)
130. Obtain membership for all current SWAT members to join CATO and/or NTOA. (Page 305)
131. Assign groups of operators to attend the Advanced SWAT Operator's course over the next few years. (Page 305)
132. Assign the CNU sergeant to attend the CNU supervisory course immediately. (Page 306)
133. Reassign SWAT/CNU to Headquarter Command Area – Special Services. (Page 307)



## BOMB SQUAD

134. Develop a succession plan to ensure personnel have the opportunity to become part of the bomb squad while minimizing gaps in service should a vacancy occur. (Page 309)
135. Assign the technicians to attend both the hazardous materials certification and FBI post-blast course, and consider assigning deputies currently on the team or those contemplating joining to attend the electronics courses. (Page 309)
136. Create a Bomb Squad Manual to ensure the industry standards are included and SMCSO staff throughout the office are properly trained. (Page 310)
137. Reassign the EOD/Bomb Squad to Headquarter Command Area – Special Services. (Page 311)

## Support Operations Command

### INVESTIGATIONS BUREAU

138. Fill the vacant detective positions, SFIA/Cargo Theft Task Force unit vacancies, and once the second LOS position is formally vacant, fill the LOS as soon as possible. (Page 314)
139. Consider reclassifying the position and changing the name of the "Court Officer" to "Court Liaison," and create a commensurate salary range for the position. (Page 314)
140. Establish a system to mail a letter or send an electronic email message to all crime victims in cases where the crime report was received, contained no workable leads, and the case was not assigned to a detective. (Page 315)
141. Appoint a member of the office to serve as the crime victim liaison. (Page 315)
142. Research the number of cold case homicides in order to properly manage the cases as more advanced techniques for solving cold cases becomes available. (Page 315)
143. Consider utilizing civilian investigators assigned to the Investigations Bureau. (Page 316)
144. Schedule detectives to work a staggered schedule to include having at least one detective work on Fridays to accommodate public needs that may arise. (Page 316)
145. Create a comprehensive Detective Manual and a SFIA/Cargo Task Force Unit Manual to include contemporary resources, methodologies, and available technology and databases. (Page 318)
146. Assign all General Investigations and SFIA/Cargo Task Force detectives to be sent to a Basic Homicide Investigations school, and send all General Investigations detectives to attend Sexual Assault Investigations school, upon assignment to investigations or whenever feasible depending on class schedules and availability. (Page 318)
147. Provide the Investigations Bureau lieutenant a take-home detective unit. (Page 318)
148. Review the MOU with San Francisco PD and explore them taking a more active role in investigating crimes that occur at the SFIA. (Page 320)
149. Consider utilizing civilian investigators and assigning one to the SFIA Cargo Theft Task Force. (Page 320)
150. Return the LOS from Headquarters or add one FTE LOS to the SFIA Cargo Theft Task Force physically assigned at the airport. (Page 323)





## CRIME ANALYSIS UNIT

151. Consider restructuring the CIU, adding five FTE professional support staff Crime Analyst positions and assign one each to the following geographic areas: San Carlos, North Area Command, Coastal Area Command, SFIA/Cargo Theft Task Force, and Task Force Operations. (Page 326)
152. Solicit input from CIU when deciding to purchase and prior to selecting software solutions, applications, or databases as they are most familiar with what the specific needs are for the successful implementation of the crime analysis software solution. (Page 326)

## TASK FORCE OPERATIONS

153. Rename Task Force Operations to the Major Crimes Suppression Bureau to more accurately describe the function. (Page 327)
154. Review the position held by the Administrative Assistant II for reclassification to a Management Analyst B. (Page 329)
155. Exempt undercover detectives from working any uniform overtime assignments. (Page 329)
156. Assign all SMCNTF deputies to attend a Basic Homicide Investigations school. (Page 331)
157. Intelligence unit file cabinets should be individually locked in addition to currently being kept in a locked room. (Page 333)
158. Reconcile the policy inconsistencies and update the SMCSO policy and Narcotics Task Force Policy and Procedure Manual. (Page 334)

## TRANSIT BUREAU

159. Reassign the Transit Bureau to the San Carlos Patrol Bureau. (Page 336)
160. Create a Transit Bureau policy manual. (Page 337)
161. Initiate dialogue with the districts regarding extending their contracts to provide 24-hour service once staffing issues have stabilized. (Page 338)
162. Consider treating the Transit Bureau as a specialty unit not subject to the shift bid process. (Page 339)
163. Create a one-week training program to onboard new transit deputies similar to the SMCSO's FTO program. (Page 339)
164. Begin tracking the CSO's time on report writing, citation issuing, and on calls for service activity and fill the vacant CSO position as soon as possible. (Page 341)

## HIDTA/NCRIC/JTTF

165. Reassign HIDTA, NCRIC, and JTTF to Support Operations Command. (Page 345)

## HOMELAND SECURITY

166. Reassign Homeland Security, Countywide Security, and the Emergency Services Bureau to Support Operations Command. (Page 350)



167. Implement a strategic practice by SMCSO executive level leaders, especially the Sheriff, of visiting volunteer meetings, training events, or incidents whenever possible. (Page 352)
168. Enlist a work group from ESB and the Fiscal Unit to create a process to solve the significant problem of providing adequate food and water to support the volunteer cadre. (Page 352)
169. Authorize adequate resources to complete the update of the extensive Homeland Security Division Manual within a year. (Page 352)
170. Develop processes, guidelines, and clearly defined roles and responsibilities for grant management to avoid duplication of efforts. (Page 354)
171. Replace a portion of the Honor Guard's uniform stock each year. (Page 356)

## EMERGENCY SERVICES BUREAU

172. Assign administrative/clerical support to the ESB sergeant to manage the extensive record keeping requirements of the position. (Page 358)
173. Ensure the length of the ESB sergeant assignment is at least four to five years based on the time needed for training of the various units as well as developing working relationships, and start succession planning one to two years before the current sergeant vacates the position. (Page 359)
174. Consider consolidating several of the current storage areas. (Page 360)
175. Consider cross-training another member of the Sheriff's Office in the ESB Equipment Coordinator duties, perhaps a current ESBL member. (Page 360)
176. If a decision is made to issue credit cards or open vendor contracts for emergency food and water purchases, members of the ESBL cadre are ideally situated to be assigned that responsibility because they are at the scene of the event, and easily identifiable for the purpose of accountability for any purchases. (Page 361)
177. Develop a training curriculum and/or matrix for the ESBL unit. (Page 361)

## AIR SUPPORT UNIT

178. Develop a monthly and annual report that can be auto-populated and shared with executive leaders to provide information and data about the benefits of using grant and forfeited asset seizure funds for the air support asset. (Page 364)
179. Consider training additional personnel to act as Tactical Flight Officers as an ancillary duty. (Page 365)
180. Review by the Executive team of the audit completed in 2020 and consider acting on key recommendations, particularly the Air Support Operating Manual and Homeland Security Division policy and procedural manual, utilization of more TFOs, and a long-term strategy for aircraft maintenance. (Page 365)
181. Conduct internal agency-wide training to raise awareness of the capabilities of the Air Support Unit and the process for requesting the service. (Page 365)

## CLIFF RESCUE/DIVE AND MARINE UNITS

182. Consider placing a Sheriff's Office member from each of these three units into a temporary duty assignment (one to three months) to immediately update and



document training and qualifications standards, policies, and procedures for each unit. During the development of these standards and procedures, experts from reputable professional associations, such as the Mountain Rescue Association or California Boating Safety Officers Association, are consulted to ensure that best practices are incorporated into the standards and procedures. (Page 366)

183. Consider accelerating the process of developing policies, procedures, and standards for the unit by immediately assigning the Marine Unit Coordinator to a temporary duty assignment to complete this work. (Page 368)

### **UNMANNED AERIAL SYSTEMS**

184. Increase the monthly training from four to a minimum of eight hours. (Page 372)

### **RESERVE DEPUTIES**

185. Engage reserve deputies to assist more often in the staffing shortages in Transportation and Court Security. (Page 375)

### **EXPLORERS**

186. Continue to rebuild both Explorer Posts consistent with the guidelines contained in the Homeland Security Division Policy and Procedure Manual, revisit the core purpose of each Explorer Post, and consider moving Post 810 to the Community Engagement Bureau. (Page 376)

### **COUNTYWIDE SECURITY**

187. Prioritize a list of relevant training to reinforce the successful performance of these duties and ensure training is attended within 18 months. (Page 377)
188. Review and prioritize the job duties assigned to countywide security, develop a job description, and create policies and procedures to guide the work. (Page 378)
189. Assign an administrative support position to support the work of the sergeant, and particularly manage what is largely the clerical function of managing key cards for hundreds of employees. (Page 378)
190. Assign the security detail for the Board of Supervisor(s) to other sworn positions as an ancillary duty. (Page 378)

## **Corrections Division**

### **IDENTIFIED CHALLENGES**

191. Identify the number of deputies and COs by posts, positions, and relief factors for corrections. (Page 382)
192. Develop and deliver on an ongoing basis a training program that complies with Policy § 300 relating to county personnel, volunteers, and contractors who conduct business in the secure area of the Corrections Division facilities. (Page 383)



193. Staff the Maguire lobby daily with a CO to assist escorts and with self-surrenders. (Page 383)
194. Explore giving COs peace officer powers while on duty and develop and implement a program that addresses use of deadly force and weapons handling/qualification. (Page 384)
195. Develop a formal training program and deliver it to deputies, sergeants, lieutenants, and captains before they are assigned to a specific correction designated position. (Page 384)
196. Staff to the proposed coverage plan with corrections personnel and eliminate the "transient" staffing environment that currently exists. (Page 384)
197. Staff to the proposed coverage plan regarding facility rovers, floor rovers, core posts, and jail transport/search teams. (Page 384)
198. Develop detailed emergency response plans, including various scenarios, and conduct training for all staff assigned in the Corrections Division (not just custody staff) regarding their roles and responsibilities. (Page 384)
199. Adhere to the proposed staff coverage plan regarding the kitchen security officer. (Page 385)
200. Formalize the "Movement Roster" procedures in written policy and procedure that dictates what moves of incarcerated persons are to occur and any changes in their classification status. (Page 385)
201. Change the shift relief time to a time when the shift can have someone open the doors or provide a person to ensure timely access to the building. (Page 386)
202. Develop a formal training program and deliver it to sergeants and lieutenants prior to their assignment to ensure that they are familiar with all LOS staff functions and duties. (Page 386)
203. Review "on call" practices for LOS supervisory staff to ensure compensation for after-hours work performed when contacted by LOS personnel. (Page 386)
204. Staff LOSs in the proposed coverage plan that provides for a relief factor. (Page 386)
205. Conduct an ongoing formal and documented review of policies and procedures. (Page 386)
206. Conduct a review of the incarcerated persons grievance policy, and that the policy and practices be clearly defined and aligned with the requirements of the state standards. (Page 387)

## FOCUS GROUPS, STAFF AND OBSERVATIONS

207. Develop, implement and maintain a formal written hazard communication plan at each workplace. (Page 389)
208. Prioritize the organizational assessment recommendations, develop plans of action, and provide ongoing communication to all staff of the status of corrective action plans undertaken. (Page 389)
209. Conduct a detailed assessment of the healthcare delivered at both facilities to either validate staff concerns/observations or confirm that the level of healthcare being provided to incarcerated persons is adequate. (Page 391)
210. Explore a career ladder for promotion in the Corrections Division. (Page 391)



- 211. Incorporate training on Strategic Inmate Management (SIM) in the basic and in-service training program. (Page 392)
- 212. Increase the number of available iPads in each housing pod. (Page 392)
- 213. Staff to the proposed coverage plan and give CO's peace officer powers while in the performance of their duties. (Page 393)

## MAGUIRE CORRECTIONAL FACILITY

- 214. Senior leadership should meet with the health care provider and address both parties' concerns. (Page 397)
- 215. Open and staff 2-West medical to reduce the number of hospitalized incarcerated persons. (Page 397)
- 216. Evaluate the trends for medical refusal and communicate to the agency leadership. Then, develop a process where people meeting some of the medical refusal criteria are automatically transported to an emergency room for clearance. (Page 397)
- 217. Review of the trends of incarcerated persons requests to determine what information would be helpful to incorporate into the iPads that an incarcerated person can directly access. (Page 398)
- 218. Conduct an ongoing training refresher regarding information in the jail management system that the housing officers can access to respond to IP questions. (Page 398)
- 219. Develop and implement a mandated cross training program that includes court desk positions. (Page 398)
- 220. Review the impact of the system change and explore options to upgrade the CJIS system that enables integration with the rest of the criminal justice system to reduce court desk workload and error rates. (Page 398)

## MAPLE STREET CORRECTIONAL CENTER

- 221. Consider a reconfiguration of the large video visitation area that will permit secure in-person visits. (Page 400)
- 222. Reorganize the clinic area to reduce clutter, and possible excessive/unnecessary supplies. (Page 400)
- 223. Conduct a detailed security assessment to identify and address blind spots throughout both facilities. (Page 400)
- 224. Staff to the proposed coverage plan for a classification officer at MSCC. (Page 401)
- 225. Establish and implement policy and procedures to address the formal screening of incarcerated persons for STG affiliation and include documentation. (Page 401)
- 226. Ensure jail staff are included in the Sheriff's Office gang task force membership to assist in sharing information that may be critical to public safety. (Page 401)

## DAILY JAIL OPERATIONS STAFFING

- 227. Staff to the proposed coverage plan that includes four facility rovers in each facility, specific floor rovers, core officers on each shift, and a specific transport team on each shift. (Page 404)
- 228. Fund the proposed coverage plan to support three commissary positions. (Page 408)





- 229. To support long-term planning and validating of functions/needs occurring in corrections, conduct a review of the current JMS system by staff that understands the need to gather, consolidate, evaluate, and report data relating to inmate-on-inmate assaults, inmate on staff assaults, suicide attempts, inmate injuries, escape attempts, various medical and security related events, and other significant incidents that occur. (Page 409)
- 230. Staff to the proposed coverage plan and enable COs to possess peace officer powers in the performance of their duties to assist/perform these transports. (Page 411)
- 231. Record and track the actual transport destinations, mileage, number of deputies on transport, and departure/return times and dates. The data should be used to develop staffing needs on an annual basis regarding jail transportation activities. (Page 411)
- 232. Staff the training section with career corrections staff who have been exposed to correctional best practices, correctional leadership, and succession planning development. To support this will require the agency to develop and implement a formal career corrections pathway for promotional opportunities from CO through the assistant sheriff of corrections. (Page 413)
- 233. Establish and report a more detailed accounting of employment, promotion, assignment, and leaving employment dates. This will better account for turnover rates by job classification and demonstrate the impact of a high rate of supervisor turnover in the Corrections Division. (Page 413)

## CHART DAILY ACTIVITIES

- 234. Complete the evaluation of daily activities for both facilities. (Page 420)

## COVERAGE PLAN

- 235. Focus on the fire safety program through the proposed extra-hire person or by the proposed standards compliance staff. (Page 429)
- 236. Develop a plan to pursue increasing the number of funded positions required to support the recommended staff coverage plan. (Page 432)

## EVALUATE THE COVERAGE PLAN

- 237. Staff the standards compliance positions with career corrections personnel that understand California's minimum standards and the PREA standards. Through constant review of policies, procedures, training, and practices will enhance compliance and minimize liability exposure. (Page 434)

## SCHEDULING

- 238. Employees who might be relieved early should communicate their relief to the control center to ensure a sound accounting of personnel on duty is maintained. (Page 439)
- 239. Identify and implement a payroll system that captures the start and relief time of employees to ensure accuracy of actual time worked. The system should also support overtime needs; training scheduling; and the capability to produce various staff coverage reports. (Page 439)



- 240. Pay employees for the actual shift differential pay when it is worked. (Page 439)
- 241. Command Staff evaluate the relief time practice and if appropriate, adjust the relief time to 5:00 a.m. and 5:00 p.m. (Page 443)
- 242. Staff to the proposed coverage plan and that overtime be better managed to control the inefficient staffing on all shifts. (Page 456)

## NET ANNUAL WORK HOURS

- 243. Establish better tracking of time away from corrections shifts due to training. (Page 457)
- 244. Track the specific time off and update the Net Annual Work Hour Calculations annually to ensure adequate consideration is provided for a relief factor. (Page 459)

## COURT SECURITY AND TRANSPORTATION BUREAU

- 245. Continue to work toward filling deputy sheriff vacancies for this bureau and the office, as noted, staffing continues to be a significant operational challenge. (Page 463)
- 246. Revise the contract between SMCSO and Execushield regarding security service to clearly assign authority and accountability, both operational and administrative oversight, to appropriate SMCSO personnel. (Page 464)
- 247. Daily briefing training should be forwarded to the Training Manager for inclusion in individual personnel records. (Page 467)
- 248. Add one FTE additional sergeant position to bureau staff to ensure proper supervision and a reasonable workload. (Page 469)

## CIVIL ENFORCEMENT UNIT

- 249. Reassign management of the Civil Support Unit under the management of the Civil Enforcement Unit lieutenant to ensure operational and supervisory continuity. (Page 470)
- 250. Consideration should be given to creating positions for retired deputies with civil background to return part-time to assist with workload. (Page 471)
- 251. Examine workload to determine the average number of staff hours required per civil activity to provide a measurement of overall unit workload to evaluate current and future staffing needs. (Page 471)
- 252. Develop a unit succession plan to identify potential personnel interested in future assignment to the unit. (Page 471)

## HOSPITAL SECURITY

- 253. Create a Memorandum of Understanding, contract or other means as directed by County Counsel to place and ensure authority, responsibility and accountability to the Hospital Security position relative to the lieutenant's duties and responsibilities. (Page 473)
- 254. Ensure any subsequent training provided to SMMC or Execushield staff be approved prior to implementation per SMCSO training policy. (Page 473)
- 255. Develop policy to provide appropriate guidance for the Hospital Security Unit. (Page 475)



## **Administration**

### **FORENSIC LABORATORY**

- 256. Ensure the civilian Directors attend the monthly Captain's meetings to improve organizational communication and decision making. (Page 479)
- 257. Consider reinstating the Quality Assurance Manager position and adding it to the Laboratory personnel budget. (Page 480)
- 258. Assess and update fee schedule for full cost recovery in services provided by the Forensic Lab, firearms and latent prints, and crime scene investigations. (Page 480)
- 259. Conduct a comprehensive review of the Forensic Biology Unit, and consider adding criminalists to this unit and/or to follow in the industry trend and contemporary standard of separating the unit into multiple units specializing in specific areas of biological sciences. (Page 482)
- 260. Consider applying funds received from updating the lab fee schedule to be used to annually fund the support of the new LIMS system. (Page 484)
- 261. Seek a reputable and capable company to repair the card keyed access temporary evidence lockers in the Forensic Lab. (Page 484)

### **TECHNOLOGY SERVICES UNIT**

- 262. Adjust the TSU schedule so there is coverage for at least an hour after night shift patrol and jail/correctional staff comes on duty. (Page 486)
- 263. Provide TSU personnel more on the job and external training. (Page 486)
- 264. Make the strategic initiatives more formalized and share this information with all sheriff staff members. (Page 486)
- 265. Create an Information Technology Committee. (Page 487)
- 266. Ensure the Director of Automation and Information Technology Supervisor consistently meet monthly with TSU team members. (Page 491)
- 267. Assign TSU personnel to periodically attend patrol briefings and section meetings to obtain input on technology systems. (Page 491)

### **FISCAL SERVICES BUREAU**

- 268. Add one FTE Grant Manager and a team to assist with monitoring & reviewing grants/contracts, and one FTE Management Analyst to assist with RFP's and assist the newly added position of the Grants/Contract Manager. (Page 494)
- 269. Develop a training manual and a procedural manual for the specialized positions in the Fiscal Bureau. (Page 496)

### **PAYROLL UNIT**

- 270. Realign the Payroll Unit to report to the Fiscal Bureau. (Page 497)
- 271. Conduct quarterly meetings between the Payroll Unit and all bureau supervisors and managers. (Page 499)
- 272. Reassign specific job duties related to personnel to HR. (Page 499)



## PROPERTY AND EVIDENCE BUREAU

273. Reassign responsibility of supervising the Dispo Unit from Property & Evidence to the Investigations Bureau. (Page 501)
274. Add one FTE cadet or administrative assistant to staff the public window, release property and evidence, and answer phone calls from the public, deputies, or other employees. (Page 501)
275. Reassign fingerprinting/Livescan duties to the Records Bureau and add one FTE cadet (or two part-time extra-hire) for these duties. (Page 502)
276. Add a lead or supervisor to assist the current P&E manager with duties such as evaluations, scheduling, audit preparation, purging of evidence, special projects, and overall day-to-day supervision when the manager is not present. Should the position be filled internally, continue to fill that P&E position as well. (Page 502)
277. Work with the county dispatch center and CAD/RMS vendor to build a bridge for the Versaterm and Axon systems to communicate. (Page 503)
278. Transfer legacy THEMIS items into RIMS, and also create a case in RIMS for items received from SFIA cross referencing the SFPD case. (Page 503)
279. Prioritize moving all P&E items to one central location when P&E moves to the new building. (Page 503)
280. Immediately work with the Finance Director to create separate accounts for depositing money that is collected as property, safekeeping, or evidence once it no longer has evidentiary value. (Page 508)
281. Assign one of the Dispo Unit staff to seek a liaison with the out-of- county courts to assist with the backlog of CalTrain cases. (Page 509)
282. Create a P&E training manual, with an employee acknowledgement section, ensure the extra hire (part-time) employees attend IAPE training due to the high liability nature of P&E; create a procedural manual and review the Evidence Packaging and Submission Manual for inclusion as soon as possible. (Page 511)
283. Update the P&E policy to include security related to P&E. (Page 511)
284. Immediately conduct a complete and thorough inventory of all current items stored in P&E, including the sub-station P&E rooms. (Page 512)
285. Initiate quarterly random audits of P&E items being stored, preferably from another unit such as the Professional Standards Bureau. (Page 512)

## RECORDS BUREAU

286. Consider adding one FTE Director who has in-depth knowledge of Records and Property and Evidence to represent both areas in management and division meetings as well as provide subject-matter expertise. (Page 515)
287. Evaluate the workload assignments for the shifts and allow all employees to work on the different job duties that Records encompasses. (Page 518)
288. Assign a Lead Records Technician to the day shift and night shift. (Page 518)
289. Evenly distribute job duties amongst the supervisors, provide updated training, and rotate supervisors responsibilities after a period to provide global experiences in Records. (Page 521)





290. Ensure the supervisor retains the Agency CLETS Coordinator duties and limit assigning additional duties so they can maintain compliance with the Department of Justice. (Page 521)
291. Reassign the "contact us" emails received by SMCSO to a different unit in the office, possibly Administration. (Page 521)
292. Review the pay scale for all positions to ensure that there are no compaction issues amongst the positions. (Page 521)
293. Address the "crime occurred" issue in RIMS with the contracted communications center manager to work on a remedy. (Page 522)
294. Consider purchasing more efficient traffic collision software. (Page 522)
295. Assign a newly-appointed lead to develop a Records training manual with an acknowledgement section. (Page 523)
296. Assign and rotate a Records staff member, not necessarily a supervisor, to attend the annual CLEARs training seminar each year. (Page 524)
297. Research and implement a software program that would allow all PRR requests to be uploaded into one manageable system. (Page 525)
298. Continue to remain vigilant in remedying the jail management system issue to allow adult information to be sealed. (Page 527)